

20 January 1947

MEMORANDUM FOR THE DIRECTOR:

Subject: CIG Intelligence Estimates

1. One guiding principle which I believe CIG should adopt and follow meticulously is to avoid any appearance in its reporting of grinding an axe. Nothing can get a policy officer's back up quicker than a feeling that his intelligence arm is trying to force him to a pre-determined decision. Any such feeling results in the charge, often unjustified, that intelligence is trying to get into policy or operations.

2. The dividing line is fine but should be pre-determined by the intelligence officer. An "I told you so" note should be banned completely. To be successful, the development of an intelligence picture should be by review and repetition (the water drop versus the rock system) and by careful chronicling of each new phase or item (education by easy steps). It should not be by hark-backs to previous estimates. This latter procedure faces the policy or operational officer with the fact that he missed his cue when the intelligence was first presented. With the present general attitude throughout the services and the departments toward intelligence, I believe that intelligence, to be successful, must be presented in such a way as to permit the policy or operational officer to think that he has arrived at his own conclusions free from pressures.

3. If the above is accepted, the note to Item 2 to Daily Summary 281 (17 January 1947) is inept and you may desire to issue a warning at your next meeting with CRE.

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Chief, ICAPS